File: Army Liaison - 96

LIAISON DIVISION SOP #1

Processing Correspondence and Other Inquiries

within

Liaison Division
Office, Chief of Legislative Liaison
Office, Secretary of the Army

NOTE TO USERS: As of the publication date, this SOP accurately reflects the manner in which all inquiries should be processed within the Liaison Division. The value of this SOP is completely dependent upon keeping it current. This responsibility is shared by all users and all recommended changes should be expeditiously directed to the Deputy Chief, Liaison Division.

This SOP should also be used in conjunction with the Division and appropriate Branch Policy File.

12 September 1956

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SECTION I

1. References

AR 340-15
SR 340-15-1 with TAGO Supplement
D/A Memo 340-7
D/A Memo 340-15
Liaison Division Policy File

2. Purpose

To insure uniformity in the processing of correspondence, to provide a consistency in approach to like problems, and to assist in the maintenance of quantitative and qualitative control over Congressional communications prepared by the Liaison Division, SACLL.

3. General Guidance

a. All correspondence emanating from this Division will be responsive to the questions posed; it must be forthright, courteous, accurate, complete, and properly coordinated. Although verbosity is discouraged, sufficient detail will be included to insure a logical explanation of the facts and/or the Army's position relative to the matter in question. Every opportunity to correct erroneous impressions will be utilized.

b. Communications will be expeditiously processed in accordance with the rules established herein. The suspense system will be adhered to and a properly written or typed memorandum for record, chronologically by date, will be made in each individual case.

c. Following are general rules to be observed:

(1) This Division is responsible for the preparation and processing of the Department of the Army replies to Congressional communications. Normally, Liaison Division will not reply to other than Congressional inquiries. Non-Congressionals will normally be forwarded to the appropriate Department agency for direct reply.

(2) Memorandums will not be directed to members of the Congress.

(3) No mention will be made of the Secretary of the Army as having <u>personally</u> seen, taken cognizance of, approved, or considered any specific case. If absolutely vital that such remark be made, prior clearance will be obtained from the Chief, Liaison Division. This also applies to inquiries by members of the press on matters directly involving the Secretary.

(4) All correspondence relating to the Secretary of the Army or activities of the Office of the Secretary will be brought to the personal attention of the Chief, Liaison Division. In many cases this may be accomplished by routing such correspondence through the Chief.

(5) Special care will be exercised to personalize correspondence to members of Congress and to avoid stereotyped phrases. Appropriate paragraphs from previous letters may be used with certain paraphrasing.

(6) Do not rely on "policy" or "criteria" as an excuse for making a statement. Spell out "why".

(7) Reconcile all replies with similar replies on similar matters. If a policy has changed, explain why.

(8) Factual data such as names, dates, service number, figures, etc., will be checked for accuracy prior to including in final reply.

(9) Normally, the agency or activity to which inquiry has been made will not be mentioned in acknowledgments or interim replies. Simply state that inquiry is being made. (See appropriate closing paragraphs, Appendix I.) This rule also applies to the mention of an agency in final replies--maintain positive correspondence. Instead of "The Adjutant General, Department of the Army, advises me that Private Doe was transferred to Fort Hood on 1 May 1956," simply state "Private Doe was transferred to Fort Hood, Texas, on 1 May 1956."

(10) Use appropriate opening and closing paragraphs. (See Appendix I.) Except for OSD and OSA cases, do not refer to dates of Congressional inquiries or the means by which inquiry was referred. Do not use term "constituent" or "correspondent"; refer to person's name, firm, and/or subject matter. Avoid use of "your letter", "your expressed interest", "because of your interest", "I find after careful consideration", "who requested your assistance", etc.; use "your inquiry", "who communicated with you", "who contacted you", "your inquiry concerning or in regard to", etc. Expressions such as "You will recall" are superfluous and will be avoided.

(11) Signature list (Appendix II) will be adhered to.

SECTION II

1. General

a. Congressional inquiries may be addressed to the White House, Office of the Secretary of Defense, Office of the Secretary of the Army, Office of the Department of the Army Chief of Staff, Chief, Legislative Liaison, or to a member of the SACLL staff.

b. With few exceptions, all written inquiries will be referred to SACLL Administrative Office for formal tally prior to initiation of action on the case. Telephone inquiries will be tallied only if the record of the case is considered of background value in the processing of future inquiries that may be anticipated. Action on phone cases may be initiated prior to tallying, at the discretion of the action officer. Phone inquiries that are written up but not tallied will be retained by the action officer for two months. In the case of House Office Building Liaison Office inquiries, proper coordination will be made with the SACLL file room or the appropriate Liaison officer to avoid harassment of field agencies on cases that have been the subject of prior SACLL inquiries.

2. Routing of Incoming Inquiries

Upon receipt, the SACLL Administrative Office will prepare a formal tally, attach any related data or cases, and direct as follows:

a. Special Operations Branch - All Congressional inquiries referred to SACLL for signature of the Secretary, Deputy Secretary, or an Assistant Secretary of Defense; Secretary, Under Secretary or an Assistant Secretary of the Army and inquiries pertaining to special areas indicated in Appendix III. Special Operations will send the blue copy of the tally of the case to the Liaison officer responsible for the member of Congress making inquiry, who will note and return to Special Operations. This permits the Liaison officer to participate in the case where appropriate.

b. Liaison Executive Office - All Congressional cases having a security classification, those referred from the White House and Chief of Staff, and all non-Congressionals.

c. Individual Liaison Officers - All Congressional inquiries other than those in a and b above in accordance with the current Liaison Division Congressional list.

3. Processing of Inquiries by Type

The following general procedure will be used in processing the various types of Congressional communications:

a. White House - Direct inquiry from or transmittal of correspondence to the White House will be at the discretion of the White House Liaison Officer, Office of the Department of the Army Chief of Staff.

b. Signature of the Secretary, Under Secretary, or an Assistant Secretary of the Army - Appendix IV.

c. Referral by OSD or OSA for direct reply to MC - Normally, will be referred to the appropriate Department of the Army agency for preparation of reply or information upon which to base a reply.. Processing will be in accordance with Appendix V and correspondence will be prepared for signature of Chief, Legislative Liaison, or designated representative.

d. Directed to SACLL by Members of Congress - May be answered immediately by this Division, referred to a staff agency for draft of reply or information on which to base a reply, referred to the appropriate staff agency for direct reply, or referred to the field for direct reply or information on which to base a reply. Small units or stations will not be asked to make direct reply to Congressional inquiries. Processing will be in accordance with Appendix VI for signature of appropriate Liaison officer.

4. Researching Inquiries

a. Since Congressional correspondence must reflect the current and existing policies of the Department of the Army as enunciated by Liaison officers as spokesmen of the Secretary of the Army, the requirement for accuracy is paramount. While in most cases, the normal principles as set forth by Field Manual 101-5 will provide adequate guidance in matters of staff procedure, the concurrent requirement for expediency in procuring information may tend to require some simplificatiom or streamlining of staff channels--the use of the telephone for eliciting critical and priority information thus eliminates considerable written correspondence. Action officers in SACLL must be alert to insure that the material received from the Army staff is accurate, in usable form and responsive to the specific requirements of the members of Congress. In this connection the SACLL action officer must view his role as that of a staff officer rather than exclusively an administrative officer. When a response is returned from the Army staff which, in the opinion of the action officer, fails to indicate complete staffing, the SACLL officer is responsible for initiating requisite action and pursuing same to a logical and complete conclusion. (Normally, formal return to the area of deficiency for corrective action will tend to jeopardize suspense dates, and must be avoided in favor of initiating proper staff action personally.)

b. The following sequence of events in processing inquiries should be followed:

(1) Determine the E. E. I.

(2) Check the files for precedents or other inquiries pertaining to the individual.

(3) Determine which Department of the Army staff agency has primary interest.

(4) Get the information from the agency in (3) above, and with its assistance, determine what other Department of the Army or Department of Defense agencies should be consulted.

(5) Prepare a draft reply and coordinate as required by (3) and (4) above.

(6) In preparation of final replies, insure that coordination is indicated on SACLL file copies of correspondence.

5. Inquiries to the Field

a. Before making any inquiries to field agencies or installations, it should first be determined that the desired information is not available within the Pentagon. The appropriate DA staff agency should be consulted and all messages to the field should either be initiated by or concurred in by the staff agency concerned unless the exigency does not so permit.

b. Extreme care must be exercised to insure that messages will generate responsive replies and that no message can be interpreted as a directive emanating from SACLL. There is no objection to Liaison Division officers acting as expediters by relaying directives or instructions in the name of a DA staff agency providing such authorization is specifically given by the agency. In all such cases the name and date pertaining to such authorization will be made a matter of record with the case.

c. All messages of an inquiring nature will end with the sentence, "Sole purpose of this message is to obtain information for Congressman ________. It should not be construed otherwise."

d. All messages for electrical transmission will be prepared in accordance with AR 105-31, 1 August 1955, and DF from Chief, Staff Communications Office, File No. CSSCO 311, 19 August 1955.

e. All cables prepared in the Liaison Division will be dispatched with a precedence of "Routine" or "Priority" depending upon the urgency of the case. Precedence "Operation Immediate" will not be used unless specifically authorized by the Chief or Deputy Chief, Liaison Division.

f. Cables will be dispatched promptly and individuals preparing cables will clear completed cables with their supervisors immediately. One copy of each cable must remain with the case.

g. Cables will be classified in accordance with AR 380-5 and CLL Office Memorandum 12-3, 17 August 1956.

6. <u>Concurrent and/or Similar Inquiries</u>

a. Reference - Correspondence Flow Chart - Appendix VII

b. A new case which is similar to a closed case is attached to the previous file by the Administrative Office and referred to the Liaison officer responsible for the MC making the current inquiry.

c. Requests received concurrently are cross-referenced on the tally slips by the Administrative Office so that a Liaison officer upon receipt of the case knows that another Liaison officer is receiving a similar case. It is then the responsibility of the Liaison officers to coordinate their answers and to insure that the letters are dispatched concurrently.

d. An inquiry received prior to the time final action has been taken on a similar earlier inquiry from another source will be referred to the Liaison officer with this fact noted on the tally by the file room. The Liaison officer responsible for the MC making the current inquiry will then contact the officer processing the prior inquiry who may then have a letter similar to his own typed at the same time or may give his letter to the other Liaison officer for use as a guide prior to dispatch. Either procedure will insure that the letters are dispatched at the same time.

SECTION III

Processing of Inquiries within the Army Liaison Office, Room 224, House of Representatives

1. General

Cases originate in this office in four ways:

a. Telephone calls from Congressional offices.

b. Visits by members of Congress and staff assistants.

c. Written communications from members of Congress addressed to this office.

d. Visits of constituents referred to this office by members of Congress.

2. Action taken on telephone calls from Congressional offices. Many inquiries can and should be answered directly by telephone and no record need be made nor further action taken. Some inquiries require further telephonic research to obtain information upon which to base a reply. Upon receipt of information, the Congressional office concerned will be notified. This type of call will be recorded by the action officer and, after the Congressional office has indicated its satisfaction with the answer given, the record of the action will be retained in the possession of the action officer for two months and then destroyed. Some telephone inquiries are of such a nature to require correspondence with the field or with the Pentagon. Such calls including a brief resume of the inquiry are transposed to a Telephone Inquiry Record Sheet indicating the interested member of Congress, name of constituent, his rank and military address, if appropriate. The action officer will then communicate with the appropriate DA staff agency and, with its concurrence, the appropriate field commander if required. An inquiry of this nature becomes a tallied case and is carried in the suspense file of this office until final action has been taken. Upon receipt of reply from the field the Congressional office will be notified by telephone. If this is acceptable, the date of transmission of the information and the name of the recipient will be recorded and the case will be sent to the Administrative Office for filing. If the Congressional office requests a written reply, such reply will be prepared in this office for the signature of the appropriate Liaison officer and forwarded to the Liaison Division for review, signature and dispatch. In case a member of Congress desires that a written reply be delivered to him immediately, the correspondence will be prepared for the appropriate Liaison officer to sign and handcarry to MC's office. The case is then transmitted to the Administrative Office for filing.

3. Personal visits to this office. In case of a personal visit by a member, a member's staff assistant, or a constituent referred by a member's office, the action officer will determine the nature of the inquiry and the appropriate action. Such action may include arranging an appointment with the appropriate Department of the Army office; preparation of a message or inquiry to the field; or rendering advice which can be given directly from information available within Army Regulations or other materials on file in this office. If the visitor can be satisfied with information available in this office, the interested Congressional office will be so informed and no record made of the case. If an interview is set up, the interviewing officer will be requested to notify this office of the results of the interview so that the interested Congressman can be informed. If the inquiry requires correspondence with the field, a file will be established. Upon receipt of reply, the Congressional office will be informed and the case forwarded to the Administrative Office for filing.

4. Letters received from Members of Congress. Such letters will be opened, dated and counted. Letters which have been misaddressed, i.e., for action by Air Force, Navy, Veterans Administration, Civil Service, etc., will be referred from this office to the appropriate Liaison Office, and the Congressional office concerned informed of the referral. Letters of a routine nature will be dispatched to SACLL, Pentagon, by messenger. Letters which are of a particularly sensitive nature or in which a member of Congress has taken a personal interest will be given directly to the Liaison officer responsible for that particular Congressional office or the necessary action initiated by this office and the Liaison officer concerned so informed. Letters requiring expeditious action such as a request for compassionate assignment or hardship discharge from a soldier due to depart for overseas in the very near future will be held in this office and direct action taken either by telephone to the appropriate section in the Department of the Army or, with its concurrence, by wire or phone to the appropriate field command. In such cases, the appropriate Liaison officer will be informed of the action taken.

5. Processing of cases.

a. Cases handled by this office will be tallied against "HOB", a suspense file will be maintained and all necessary follow-up action taken. Replies received on such cases will be sent by the Administrative Office to this office. Upon completion, all correspondence will be forwarded to the Administrative Office for permanent file, with this office retaining only a reference card indicating interested member of Congress, name of constituent, and date and nature of action taken.

b. An informal record will be maintained of correspondence referred by this office to the Pentagon Office of Liaison Division. Responsibility for further action will be transferred to the appropriate Liaison officer unless subsequent Congressional interest requires additional inquiry by this office.

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SECTION IV

1. Coordination

a. Although coordination has been mentioned and implied throughout this SOP, its importance warrants further emphasis. The primary function of coordination is to insure accuracy and consistency and consideration of all aspects of the problem.

b. In many cases, an officer's experience will be sufficient to indicate with what Department of the Army staff agencies he should coordinate. Nevertheless, during the course of his coordination with these agencies he should solicit their advice with reference to further coordination.

c. The coordination which may be required with the Office of the Secretary of the Army may result from specific instructions, the sensitivity of the issue, the importance of the issue, Congressional support of or antipathy towards the Army's position on the issue. All correspondence, for example, pertaining to segregation or desegregation must be coordinated with the Assistant Secretary of the Army (M&RF) as well as DCSPERS.

d. Reference should be made to the Liaison Division Policy File to determine coordination beyond that which is obviously required.

2. Memorandums for Record

a. Memorandums for record will be made on all matters involving policies, decisions, commitments, Congressional or DA positions, expressed opinions and chronological developments pertaining to any given situation.

b. These memorandums may be typed or written in long-hand. The important part is that they contain the who-what-when-where- and why aspects.

c. If they are important enough to be circulated, an additional copy should be made for this purpose so that the original can be sent to file without delay.

3. Quality and Quantity Control

The objective within the Liaison Division in this respect is very simple. It is to produce the best letter possible within the time available. With the volume involved, the same amount of time cannot be devoted to a letter as would be the case in a normal staff agency. On the other hand, letter writing is an important part of our business and the time required to produce good letters should be reduced through experience.

a. Quality

(1) Excellent guidance can be obtained from the pamphlet "Correspondence Quality Control" which is part of DA Management Improvement Packet 2.06 (Appendix VIII).

(2) The Liaison officer is the critical element in the quality control chain as he is responsible for the training and supervision of the person initially producing the letter, or he actually prepares the letter himself.

(3) The Administrative Assistant in the House and Senate Branches represents his Branch Chief in coordinating the Branch efforts to improve the quality of correspondence. The Deputy Chief, Liaison Division, is responsible to the Chief, Liaison Division, for supervising the efforts of all branches in the field of quality control.

(4) The use of the check sheet and the worksheet which are attachments 1 and 2 to the pamphlet previously referred to will readily pinpoint the areas of weakness in individual quality control. Periodic use of these two aids should be made particularly during the orientation period of new employees.

b. Quantity

(1) Each Branch Chief and individual Liaison officer will keep accurate statistics pertaining to the status of correspondenc Accurate production figures will be kept on all liaison representatives and stenographers. The form to be used for this purpose is attached as Appendix IX. These production records will be reviewed periodically by Branch Chiefs or their assistants.

(2) The importance of a timely response is only overshadowed by the requirement for a complete and accurate response.

4. Restrictions on Release of Information

Release of information from Personnel Records - The following guidelines will be used in handling Congressional requests for personnel records or for information from personnel records.

a. Members of Congress

(1) The (Army) personnel records of any present member of, or candidate to, Congress will not be given to any other member of Congress or inquiring agency without the specific permission of the individual concerned.

(2) Any request for information regarding a Congressman's war record will generally be for political purposes and the information should not be given to anyone unless it is requested in a letter which includes the written concurrence of the individual whose record is being requested.

(3) All such requests received in the Liaison Division will be brought to the attention of the Chief, Liaison Division prior to processing.

b. Personnel records of military or former military personnel.

(1) The following information ONLY may be released to a member of Congress from a serviceman's, or former serviceman's record:

(a) Date of entry into the military service

(b) Dates of promotion

(c) Assignments (where this information can be given without violating security)

(d) Decorations and citations

(e) Date of separation (type of discharge or separation may NOT be given)

(f) Home address.

(2) No other information may be properly furnished to a member of Congress without the specific authority of TAG and only then over a written request of the constituent. This must be extremely well controlled.

c. Requesting personnel files from TAGO.

(1) Within the Department of the Army SACLL only will be the first and the last agency to take official action on Congressional requests for personnel files.

(2) Within SACLL, Investigations Division is the only agency authorized to initiate requests for personnel files from TAGO. Requests will be forwarded to Investigations Division through SACLL Executive Office.

(3) Requests for personnel files will be brought to the attention of the Chief, Liaison Division, who will direct appropriate action.

Court Martial Records

a. All requests from members of Congress for individual court-martial records will be referred to Chief, Liaison Division, who will take necessary action to obtain the requested files from the Office of The Judge Advocate General.

b. All files so obtained from The Judge Advocate General's Office will be returned to Chief, Liaison Division, within 48 hours. While the files are in possession of SACLL they will be kept in either secured containers or in the possession of an officer of the Liaison Division.

c. The officer designated by Chief, Liaison Division, to transmit the file to the office of the member of Congress requesting same will insure that no one but the member of Congress sees the contents of the file. The transmitting officer will be present at this time. In no instance will any of the parts of the file be removed or reproduced.

d. The obtaining of court-martial records is a privilege extended to this Division by The Judge Advocate General and the procedures set forth above are in accordance with an agreement between The Judge Advocate General and the Chief of Legislative Liaison. Requests will be kept to an absolute minimum and will be made only when all other efforts to fill inquiries have failed.

Security Cases - Deputy Chief, Liaison Division, is responsible for coordinating all correspondence pertaining to individual security cases. Liaison officers may handle their own routine security cases with the concurrence of the Deputy Chief or they may refer them to him.

Classified Information

a. The provisions of AR 380-5 govern the release of all classified information.

b. Plans and Projects Division will be consulted prior to processing any requests for classified information by individual Congressmen.

Release of other Types of Information - See Appendix X for the procedures covering the voluntary release of information pertaining to installations or activities within a particular Congressman's District.

SAMPLE OPENING AND CLOSING PARAGRAPHS

Opening Paragraphs:

The Secretary of the Army has asked me to reply to your inquiry in behalf of Specialist Third Class Frederick R. Doe, RA 17 884 902, 501st Ordnance Detachment, Fort Lewis, Washington, who has requested a transfer to Fort Hood, Texas.

General Bastion has asked me to reply to your inquiry in behalf of Private Frank L. Smith, US 51 374 986, Fort Carson, Colorado, who desires a hardship discharge.

This letter is in reply to your inquiry in behalf of Private First Class Henry J. Jones, US 51 684 942, Fort Gordon, Georgia. His wife communicated with you in regard to his application for Officer Candidate School.

This is in reply to your inquiry in behalf of Private First Class John C. Harding, US 55 549 548, who desires to obtain a commission in the Army.

Closing Paragraphs (final reply):

I trust that this information will be of assistance to you.

I regret that my reply cannot be more favorable.

I appreciate your interest in this matter and I regret that I cannot give you a more favorable reply.

Thank you for bringing this matter to my attention.

I trust that the information furnished herewith will be of assistance to you.

Your interest in this matter is appreciated.

Thank you for your interest in this matter. I trust the information furnished will be of assistance to you.

Closing paragraphs (acknowledgments):

Appropriate inquiry is being made. You will be advised of the final action as expeditiously as possible.

Appropriate inquiry is being made. You will be advised promptly of the final action.

You will be advised as soon as the necessary records can be assembled and considered.

As soon as sufficient (pertinent) information is received (available) you will be advised promptly.

As soon as information (additional information) (the necessary information) (pertinent information) is available, I shall advise you (you will be advised).

Appendix No, I (continued)

AREA OF RESPONSIBILITY, SPECIAL OPERATIONS BRANCH

The following functions of Special Operations Branch indicate which correspondence should be processed within that Branch:

a. Staffing, research and preparation of signature correspondence (S/A, USA, ASA, C/S, S/D, White House).

b. Release to Congress of pertinent news material.

c. Staffing, research and preparation of correspondence in the following areas:

(1) Real Estate

(2) Military Housing

(3) NIKE and AAA Defense

(4) Procurement

(5) Construction

(6) Contracts

(7) Reserve and National Guard Facilities affairs

(8) Installations*, except matters pertaining to individuals but to include such matters as training, community relations, housing, materiel and property disposal, activation and/or deactivation, employment levels and reductions in force, transfer of functions, troop dispositions and transfers, and post and regional disbursements.

* Limited to listing set forth in Army Pamphlet 201-1 "U.S. Army Installations and Major Activities".

Appendix No. III

CONGRESSIONAL INQUIRIES INVOLVING SECRETARY OF THE ARMY, UNDER SECRETARY OF THE ARMY AND ASSISTANT SECRETARY OF THE ARMY

All correspondence relating to Secretary of the Army, Under Secretary of the Army, and Assistant Secretaries of the Army, or activities of the offices of the Secretary, USA, ASA, will be cleared by the Chief of Legislative Liaison.

1. Preparation of Correspondence requiring signature of the Secretary, Under Secretary, or an Assistant Secretary of the Army.

a. Interim replies - If the incoming Congressional letter has not been acknowledged by the transmitting office, acknowledgment will be prepared immediately by Liaison Division for signature of the Chief of Legislative Liaison or in accordance with current signature list. Such acknowledgment letters should indicate who will make the final reply, and a carbon copy will be forwarded to the appropriate Secretary's office, as well as to the agency making a study of the case. Suspense date for the final reply will be indicated on the referral slip and tally. Name and telephone number of the SACLL action officer and SACLL file number should also be shown on lower left hand corner of all carbon copies, excluding courtesy copy to MC.

b. Final Replies - Final replies will be prepared by this office and forwarded to OSA mailroom within time limit specified on referral slip (if not specified, will be forwarded within 7 days). These letters are never dated and appropriate letterhead must be used. If suspense date cannot be met, extension must be procured from the OSA mailroom or action officer. All Secretarial cases must receive the most expeditious handling possible, and if final reply cannot be made within approximately seven (7) days, an interim response will be prepared by this office for the signature of the S/A, USA, ASA, indicating to the correspondent, if possible, approximate date he may expect a final reply.

c. Distribution - Letters prepared for signature of S/A, USA, ASA, will include following:

2 - Original and one courtesy copy for addressee

2 - OSA, OUSA, OASA(M&RF)(FM)(CMA)(Logistics) Dir (R&D)

1 - Green marked for TAGO (regardless of subject matter for S/A cases only)

1 - White for each information or coordinating office

2 - White SACLL staybacks

1 - Yellow marked SACLL Comeback (this is returned to SACLL by OSA, etc., showing dispatch date and/or any changes in proposed SACLL letter)*

In the upper righthand corner of all carbon copies will be indicated the name of the SACLL action officer, his telephone number and the typists initials. Under this line will be indicated the date typed, followed by the SACLL file number. Distribution appears in lower lefthand corner of all carbon copies.

d. Assembling and forwarding - Replies prepared by this office for the signature of an Army Secretary will be forwarded under a covering memorandum of transmittal. This memorandum, prepared for the signature of the Chief of Legislative Liaison or in accordance with current signature list, will include a brief synopsis of incoming Congressional letter, any pertinent background information not included in final reply (this inclusion is necessary for S/A cases only), SACLL recommendations and the name and telephone number of coordinating information office. Inclosures are indicated in lower lefthand corner as Tab A, B, etc. Original and one copy of transmittal memo are placed on top of file going forward. (This is followed by Tab A, always the incoming correspondence and the OSA referral slip. Tab B is always the proposed final reply as prepared by SACLL. Extra back-up information on case will follow as Tab C, D, etc.)

* Pursuant to Administrative Office Memorandum dated 29 August, Suspense Tally on all Secretarial cases will indicate a "Special Suspense Date" (approximately one week subsequent to dispatch of case to OSA, OASA, USA). This procedure will serve as follow-up to insure the receipt of CLL Comeback Copy. If the Comeback Copy is not received before the "Special Suspense Date", it will be the responsibility of the action officer to check on the Comeback upon receipt of the file from the Administrative Office on the "Special Suspense Date".

INQUIRIES REFERRED TO SACLL BY OSD OR OSA FOR

DIRECT REPLY TO MEMBER OF CONGRESS

1. Acknowledgments - Normally, communications will be acknowledged by OSD and OSA prior to referral to OSA and receipt by SACLL. Copies of such acknowledgments are normally forwarded with the referral. In either case, if acknowledgment is required it will be prepared for signature of Chief, Legislative Liaison immediately after receipt of communication. Acknowledgments will contain identification of the incoming communication and a statement that necessary information is being secured (See Appendix I for appropriate paragraphs). In the case of an OSD referral, a carbon copy will be forwarded to OSD through C&R, OSA. In the case of an OSA referral, a carbon copy will be forwarded to that office only when specifically requested on the referral slip.

2. Interim reply - If a delay is encountered, an interim reply, for signature of Chief, Legislative Liaison, will be dispatched directly to MC (or through referring office, if required) every 30 calendar days following receipt of communication. Interim replies will contain identification of the incoming communication, a statement that necessary information is being secured, reason for delay, and an estimated date of final reply.

3. Suspense - The OSD suspense date is automatically lifted when a carbon copy of the acknowledgment letter is furnished that office through C&R, OSA. The OSD suspense sheet is retained until such time as a final reply is made and is then returned to OSD through C&R, OSA, with a copy of final reply. Normally, OSA cases do not carry a suspense date and a copy of reply is not required. If the case carries a suspense date, every effort will be made to meet the date as originally established. If difficulty is encountered in furnishing the final reply and an extension is required, such extension must be obtained from the referring office and the SACLL Administrative Division notified of the new suspense date. When OSD or OSA referrals do not indicate suspense dates, Paragraph 3 of Appendix VI will apply.

4. Final Reply - Final replies will be prepared for signature of Chief, Legislative Liaison or designated representative and assembled as follows:

<u>Copies</u>:

Reply (original and 4 copies)
Congressional communication
Envelope

<u>Assembly</u>:

<u>Original</u>
Reply, courtesy copy, envelope
<u>OSD thru C&R, OSA copy</u> (if applicable)
Copy of reply
<u>OSA copy</u> (if applicable)
Copy of reply
<u>Liaison Contact Officer</u>
Copy of reply
<u>TAGO copy</u>
Copy of reply (green)
<u>SACLL Copy</u>
Copy of reply and original of Congressional communication

5. <u>Dispatch</u> - Final replies will be reviewed by Branch Chief, transmitted to Chief, Liaison Division for concurrence, and forwarded to Chief, Legislative Liaison or designated representative, for signature.

COMMUNICATIONS DIRECTED TO SACLL BY MEMBERS OF CONGRESS

1. Acknowledgment - All letters will be acknowledged by telephone within 24 hours after receipt. If letter of acknowledgment is required such letter will be dispatched within 48 hours after receipt of inquiry. If it is known that final reply can be furnished within 5 calendar days after receipt of inquiry, no acknowledgment is necessary. Acknowledgments will contain identification of the incoming communication and a statement that necessary information is being secured. (See Appendix I for appropriate paragraphs.)

2. Interim reply - If a delay is encountered, an interim reply will be sent every 30 calendar days following receipt of communication. Interim replies will contain identification of the incoming communication, a statement that necessary information is being procured, reason for delay, and an estimated date of final reply.

3. Suspense - A suspense date of 10 working days will be established on all cases. When case comes up on suspense, necessary follow-up action will be taken or the Congressional office will be informally advised of the status of the case, or both. Exceptions will be limited to cases in which the reason for delay is apparent and is fully understood by the Congressional office. Chronological memos for record attached to each case will reflect all actions taken and conversations with Congressional offices.

4. Final Reply - The final reply will be prepared for signature of appropriate Liaison officer (see Congressional list) and assembled as follows:

Copies:

Reply (original and 3 copies)
Members referral slip or letter (copy)
Constituents' letter (original and 1 copy)
Envelope

Assembly:

Original
Reply, courtesy copy, constituent's letter, and envelope
TAGO Copy
Copy of reply (green)
SACLL Copy
Copy of reply, original of member's referral slip or letter, and copy of constituent's letter

5. <u>Dispatch</u> - Final replies will be reviewed by Liaison officer, signed and transmitted through Branch Chief or his Administrative Officer to Deputy Chief, Liaison Division.

ROUTING OF CONGRESSIONAL CORRESPONDENCE WITHIN SACLL

The flow of Congressional correspondence is as shown in attached chart. Indicated individuals perform the following:

1. TALLY CLERK - Fills out tally to include name of action officer. Removes suspense copy of tally. Checks blue tally file for previous action. Routes case as indicated.

2. FILE CLERK - Attaches previous file. If previous file is charged out he so indicates by note attached to top tally sheet and forwards case to the officer responsible for the current inquiry.

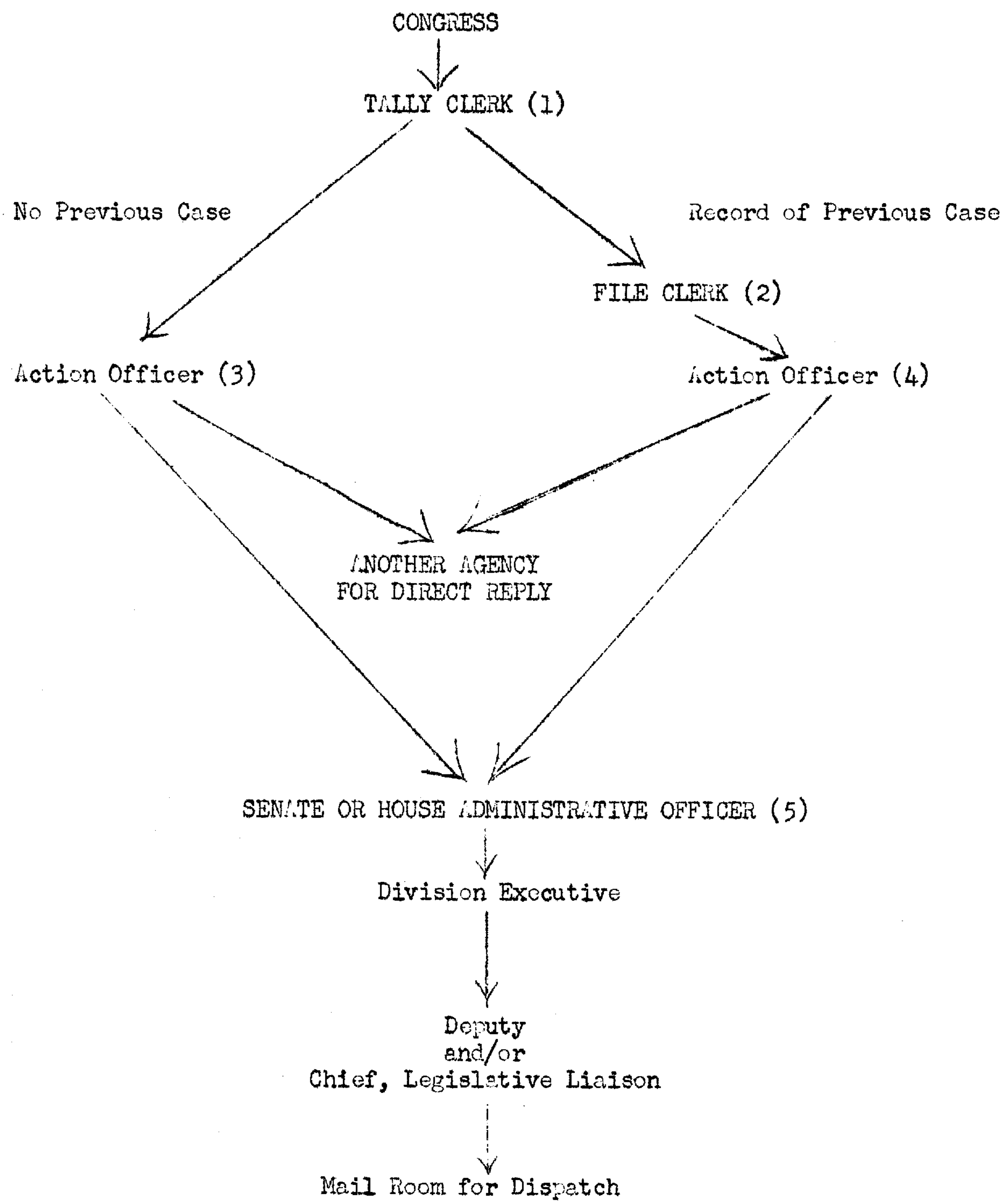
3. ACTION OFFICER - Takes necessary action and prepares correspondence. Signs correspondence except when SOP directs signature by higher authority.

4. ACTION OFFICER - Contacts officer who has a similar open case and through informal agreement decides who will prepare correspondence. Cases where such agreement cannot be reached will be referred to the Branch Chief for decision. The files on closed cases will be used by the action officer as a basis for his answer.

5. BRANCH ADMINISTRATIVE OFFICER - Reviews correspondence for policy and quality control.

6. DIVISION EXECUTIVE OFFICER - Reviews correspondence for policy and quality control.

Appendix No. VII


CONGRESS
TALLY CLERK (1)
No Previous Case
Record of Previous Case
FILE CLERK (2)
Action Officer (3)
Action Officer (4)
ANOTHER AGENCY
FOR DIRECT REPLY
SENATE OR HOUSE ADMINISTRATIVE OFFICER (5)
Division Executive
Deputy
and/or
Chief, Legislative Liaison
Mail Room for Dispatch

CORRESPONDENCE QUALITY CONTROL

Studies to improve the quality of correspondence processed by The Adjutant General's Office, Department of the Army, continue to reach one basic conclusion. First-line supervisors must be given an adequate tool to localize and eliminate the cause of errors, rather than continue to have correspondence returned by first-line or higher supervisory personnel for correction of individual errors. Specifically, the most effective quality control of correspondence can be secured during the time of preparation, with only limited spot inspection or review of the completed product. A Check Sheet for Correspondence (example attached) installed at the first-line supervisory level in The Adjutant General's Office provides for accumulation of statistical data, either as a by-product of any regular review of correspondence or as the result of the sampling of correspondence not normally reviewed. The data accumulated permits the first-line supervisor to determine causes of errors being made by the individual clerks and to initiate necessary training or other corrective action.

The statistics accumulated through use of the check sheets indicate: the average error rate for the organizational element; most common types of errors; repetitive types of errors; and any error prone or inadequately trained individuals in the organization. An analysis of the statistics will permit determination whether: the error rate is serious or costly enough to warrant any action; errors are of a type that will reflect on the operation of the office; repetitive errors are the result of inadequate instructions; individuals need training or reassignment to other duties.

Efforts to raise the quality of the 5 million pieces of correspondence processed annually by The Adjutant General's Office have been made periodically through: selective, and in some cases 100%, inspection or review; replacement of many composed letters by forms, form letters and stock paragraphs; installation of robotype and similar type equipment to mass produce common type letters; and training for clerical and supervisory personnel. While past efforts have provided an appreciable improvement in the quality of correspondence, raising the quality level so that between 2.5% to 10% of the correspondence required a rewrite, nevertheless, it was determined that there was an area for further improvement and the Check Sheet for Correspondence was devised for use at the operating level. The use of the check sheet, in effect, applies the "bottom-up" principle of work simplification to correspondence quality control and will permit further reduction of inspection or review, as greater responsibility for quality control is gradually transferred to the operating level.

Usage of the check sheet indicates that in many areas rewrite rates of complex correspondence have been reduced from 10% to 1.8% of the total production in two months' time, without instruction or reassignment of the clerks. This indicates that the psychological impact on the clerk of the check sheet, when used as a supervisory tool, is an important element in securing and maintaining quality in correspondence. The decline in rewrites is especially noted in the area of typographical errors and in the use of the correspondence manual. Data secured from tests and regular usage of the check sheet indicate that the types of errors that cause rewrites of correspondence can be divided into four approximate groupings, as follows:

35% Mechanical or typographical errors
25% Format or technical preparation errors
15% Composition errors
25% Opinion on use of words or arrangement of information

On this basis, 75% of the cause of errors in correspondence should be readily correctible through an increase in supervisory effort and a minimum of training. Further results of the use of the check sheet indicate that, due to greater alertness of clerks plus a minimum of training, as much as 99.2% of correspondence can be prepared so that it does not need to be returned to clerks for rewriting or retyping.

The establishment of reasonable standards for determining when correspondence should be rewritten or retyped is a necessary element of a quality control program. Many offices attempt to achieve perfection in all correspondence prepared by their clerks, while others aim at near perfection only in a limited volume of special correspondence and attempt to maintain a reasonable degree of quality in the remainder of their correspondence. The attempt to secure perfection in all correspondence becomes a very costly operation requiring, in most cases, review of all cases, a pyramid of review from bottom to top of an organization, repeated rewrites of correspondence, and a delay in answering much of the correspondence. Such attempts to secure perfection fail to recognize the human element as a factor and establish standards which are too costly to maintain.

Simple test questions can be applied in the review of letters to reduce the volume of rewrites and overcome the emphasis on perfectionism. For example:

1. Is this a type of correspondence which will reflect discredit on the preparing office, if all errors are not discovered and corrected? In other words, which letters, if any, require absolute perfection?

2. Is the action correct, i.e., correct form, form letter or correct action in a composed letter?

3. Will a change in phrasing more clearly express the desired thought or merely substitute different words to say the same thing?

4. Are format errors, that detract from the appearance or neatness of the letter, the only type that need correction? Following are examples

of such errors:

Typed signature not properly centered
Margins not even
Address not properly aligned

5. What types of correspondence should be reviewed for typographical errors?

A correspondence quality control program requires development of criteria for the types of correspondence which require a review and the type of review program which will give the maximum results for the manpower expended in the review. Experience has proven that very few letters fall in the group that warrant a 100% review and many types of correspondence of a routine nature can be signed and dispatched without a check by a reviewer. Correspondence of most offices processing an appreciable volume of letters, can generally be grouped into three broad categories for processing and review:

Routine - Presigned forms and form letters and simple composed correspondence furnishing information to the general public, or other government agencies.

Requires only spot checks by supervisor as a part of his supervisory duties.

Moderately complex - Composed correspondence applying approved policy or furnishing more complex information to the general public, or other government agencies.

Generally satisfactory results can be obtained by a selective review on the basis of the type of case, varying between 25% to 50% of cases processed.

Extremely complex - Composed correspondence developing or announcing policy or exceptions thereto, including moderately complex cases in answer to questions of high government officials.

Usually requires 100% review with more than one review on cases developing or making exceptions to policy.

Operation of Correspondence Quality Control Program

In the installation of a quality control program, support must be secured from the top level of an organization down to the first-line supervisor, with key individuals designated to advise on and guide the program. In addition, the purpose of the program must be explained to each clerk preparing or processing correspondence, so that full support can be secured from the clerks.

A pilot installation can be made in an area where correspondence is currently being reviewed and there is an apparent need for corrective action, or by sampling the correspondence of an element not being reviewed.

Sampling Review. In order to obtain proper samples from an organization not reviewing its correspondence, to determine whether its error rate warrants installation of correspondence quality control, the following sampling technique can be used:

1. A random selection is made of 100 cases from the signer's desk and they are reviewed for the items listed on the Check Sheet for Correspondence. If errors are located, select a second equivalent sample for review.

2. If 2% or more error is located in the two samples, install a complete review of the correspondence of the element, using the check sheet, for one to two weeks.

3. Accumulate the data from the check sheets on worksheets (examples attached) and make an initial analysis on the error rate. As a part of this analysis, determine what can be adopted as a satisfactory error rate. In arriving at the determination of a satisfactory error rate, the following can be used as a general guide. Routine correspondence is usually allowed a higher error rate than extremely complex correspondence and more typographical and format errors are permissable than incorrect action errors. On this basis, routine correspondence with a 3% to 5% error rate would be considered to have a satisfactory error rate in many offices and would not be subjected to any scheduled review. However, complex correspondence with a similar error rate would be given at least a sampling review to attempt to locate potential problem-generating letters before they were signed and dispatched. If the error rate exceeds a satisfactory rate, determine whether certain types of correspondence or individual clerks are causing the problems.

4. If a satisfactory error rate is exceeded, review correspondence for two more weeks, using the check sheet. If problem correspondence or individuals are located, concentrate the review on the problem areas.

Review and Collection of Data. The Check Sheet for Correspondence is designed for use at the first-line supervisory level to assist in review of cases and for accumulation of data or errors being made. It provides a quick means of checking items needing correction and transmits the case to the clerk for correction. The clerk corrects the correspondence and returns it for final review, with check sheet attached. The reviewer withdraws the check sheet and accumulates for later tabulation and analysis.

Analysis of Data. The check sheets are furnished the first-line supervisor at the end of a one or two week period for tabulating as statistical data on worksheets and for analysis. To compute the error rate for the period, information on total production, obtained from the performance analysis or work measurement data, is placed on a Worksheet for Analysis of Correspondence Errors (two examples attached). The worksheets are analyzed to determine the following:

1. What repetitive errors were located?

2. What types of errors most seriously affect the reputation of the office?

3. Who makes the most errors?

4. Is there a particular pattern of errors, either by certain clerks or by all clerks?

After determination of the above from the worksheets, the supervisor should determine why the errors are made, by discussions with individual clerks and by check of the retained copies of letters to attempt to determine whether errors are the result of: lack of training; instructions misunderstood; standing operating procedures or correspondence manuals not clearly written or out-of-date; lack of clearly expressed policy; negligence of personnel.

Corrective Action. After completion of the analysis of data accumulated over one or more months, the supervisor can initiate corrective action such as the following:

1. Discuss improvement of work with negligent or error-prone clerks.

2. Initiate or recommend to higher authority appropriate training programs.

3. Draft proposed changes for correspondence manuals.

4. Secure clarification of policies creating the problems.

5. Initiate transfer of misassigned personnel.

Audit of Program. After a satisfactory error rate has been achieved, analysis of data may be discontinued, with the check sheet used only as a tool of the reviewer. The review of correspondence should be reduced to the minimum determined essential to maintain a reasonable quality. Periodic checks of the error rate and types of errors, by the first-line supervisor, will permit him to determine whether potential trouble areas requiring corrective action are developing.

Summary of Experience with Correspondence Quality Control Program

A well rounded program must place proper tools, such as the Check Sheet for Correspondence, in the hands of the first-line supervisor, so that quality can work from the bottom up.

Composed letters should be replaced, wherever possible, by forms, form letters and stock paragraphs.

Standards must be developed to determine when correspondence should be rewritten.

Criteria must be developed on the types of correspondence to be reviewed.

An audit of the program must be made at the first-line supervisory level to insure maintenance of the proper quality.

Attachments
(1) Check Sheet for Correspondence
(2) Worksheet - Analysis of Correspondence Errors - By Individual
(3) Worksheet - Analysis of Correspondence Errors - By Organizational Element

CHECK SHEET FOR CORRESPONDENCE

USAGE: This form is designed to be used: (1) during the correspondence review process as an instrument for securing required changes or corrections in correspondence cases; (2) as a device for mechanically accumulating data to determine individual or organizational training needs to improve the quality of correspondence.

UNIT DESIGNATION	DATE RETURNED
CLERK'S NAME	NAME OF CASE

TYPE OF ERROR

	1. TYPOGRAPHICAL ERROR		10. ☐ LACK OF CLARITY ☐ CONCISENESS
	2. ☐ WRONG NAME ☐ GRADE ☐ SERVICE NUMBER		11. ☐ FAULTY PARAGRAPHING OR ☐ SENTENCE STRUCTURE
	3. INCORRECT OR INCOMPLETE ADDRESS		12. INCORRECT ACTION
	4. FAILURE TO FOLLOW CORRESPONDENCE MANUAL		13. INCOMPLETE REPLY
	5. CASE INCORRECTLY ASSEMBLED		14. INCORRECT APPLICATION OF POLICY
	6. INCORRECT SIGNATURE		15. WRONG REGULATION CITED
	7. INCORRECT FORM		16. OTHER *(Specify)*
	8. INCORRECT PUNCTUATION		
	9. CASE INCOMPLETE		

REMARKS *(If any)*

TO CLERK	CLERK'S INITIALS	NAME OF REVIEWER
Initial this sheet and return to reviewer with case, together with original copy of prior action.		

TAGO FORM 164
1 NOV 55

Attachment 1

Inclosure Nr 1

Approved For Release 2004/07/09 : CIA-RDP91-00965R000400020021-2

Inclosure Nr. 1

Attachment 2

SAMPLE

WORKSHEET

Analysis of Correspondence Errors - By Individual

	Clerks											
MECHANICAL ERRORS	A	B	C	D	E	F	G	H	I	J	TOTAL	PERCENT
1. TYPOGRAPHICAL ERROR												
2. WRONG NAME GRADE SERVICE NUMBER												
3. INCORRECT OR INCOMPLETE ADDRESS												
5. CASE INCORRECTLY ASSEMBLED												
6. INCORRECT SIGNATURE												
FORMAT												
4. FAILURE TO FOLLOW CORRESPONDENCE MANUAL												
7. INCORRECT FORM												
COMPOSITION												
8. INCORRECT PUNCTUATION												
10. LACK OF CLARITY CONCISENESS												
11. FAULTY PARAGRAPHING OR SENTENCE STRUCTURE												
JUDGMENT, OPINION												
9. CASE INCOMPLETE												
12. INCORRECT ACTION												
13. INCOMPLETE REPLY												
14. INCORRECT APPLICATION OF POLICY												
15. WRONG REGULATION CITED												

Inclosure Nr. 1

Attachment 3

SAMPLE

WORKSHEET

Analysis of Correspondence Errors - By Organizational Element

	UNIT			UNIT			UNIT			TOTAL		
	Total Errors	% of Errors	% of Cases	Total Errors	% of Errors	% of Cases	Total Errors	% of Errors	% of Cases	Total Errors	% of Errors	% of Cases
MECHANICAL ERRORS												
1. TYPOGRAPHICAL ERROR												
2. WRONG NAME GRADE SERVICE NUMBER												
3. INCORRECT OR INCOMPLETE ADDRESS												
5. CASE INCORRECTLY ASSEMBLED												
6. INCORRECT SIGNATURE												
FORMAT												
4. FAILURE TO FOLLOW CORRESPONDENCE MANUAL												
7. INCORRECT FORM												
COMPOSITION												
8. INCORRECT PUNCTUATION												
10. LACK OF CLARITY CONCISENESS												
11. FAULTY PARAGRAPHING OR SENTENCE STRUCTURE												
JUDGMENT, OPINION												
9. CASE INCOMPLETE												
12. INCORRECT ACTION												
13. INCOMPLETE REPLY												
14. INCORRECT APPLICATION OF POLICY												
15. WRONG REGULATION CITED												
TOTAL ERRORS												
TOTAL CASES												

PRODUCTION CHART FOR CORRESPONDENCE
(Work Sheet)

TYPE OF ACTION	MON.	TUES.	WED.	THUR.	FRI.	WEEKLY TOTAL
Final Reply						
Acknowledgment						
Interim Reply						
Air Message						
TWX						
Referral Slips						
Miscellaneous (to include memo's, etc.)						
TOTAL						

For Week Ending: ____________________

Name: ______________________________

Appendix No. IX

RELEASE OF OTHER TYPES OF INFORMATION TO CONGRESS

1. Release of Information to Members of Congress Re: Actions Having Significant Personnel Implications. DCSLOG, Director of Personnel, forwards by Memorandum to the Assistant Secretary of the Army (M&RF) details of actions (including justification, where appropriate) having significant personnel implications for final approval. Copies are also furnished to DCSLOG, Office Chief of Technical Liaison, SACLL, and the Technical Service and Field Installation concerned. Release of this information to members of Congress is held until final approval is received by DCSLOG (Mr. Charon, X56626) from ASA(M&RF). DCSLOG informs Technical Liaison, (Mr. Cutler) who coordinates with the Technical Service, CINFO and SACLL to insure that release time is both compatible with conditions and simultaneous.

2. Release of Information to Members of Congress Re: Approval of Construction of Title VII, Capehart Housing. Office, Secretary of Defense, Director of Legislative Liaison (Col. Fleisher's Office) advises Special Operations Branch by phone of details, including locality and number, concerning approval of unit of Title VII, Capehart Housing. Information is immediately conveyed to interested members of Congress by SACLL.

3. Army Reserve Training Centers. Special Operations Branch is responsible for notifying interested members of Congress of pertinent Real Estate Directives and Planning Reports after they have been approved by ASA(FM). This provides information to be released to interested members of Congress.

4. Advance Notifications to Members of Congress on Public Information Matters. Advice to interested members of Congress of significant impending public information releases (to be issued either by the Department or local command) will normally precede the scheduled press release time by not to exceed 90 minutes.

Topics of interest to specific members of Congress to be given advance notification of scheduled public information releases, originated either by the Department of the Army or locally, include significant procurement and contract actions, activation or deactivation of installations, real estate acquisition, employment levels, and NIKE. Notifications generally will include Senators of the State, Representatives from the district (Representative from adjacent districts if near boundary or all Representatives in metropolitan areas) and any other members who have previously expressed interest in the foregoing order as reflected in SACLL files and records.

5. Steps for Identifying Interested Members of Congress:

a. Procedure for identifying interested members of Congress is first to locate county in which area, locality or installation concerned is situated. This information can be obtained from a World Atlas or the special overlay and map located in the Special Operations Branch Office.

b. Refer to Congressional Directory to determine district in which county is located.

c. The District Representative may then be located in the Pocket Congressional Directory of the Congressional Directory.

Status of Congressional Cases for Week Ending: ____________________

Name: ____________________________

Open Cases (first of week) . . . . . .

New Cases Received . . . .

Total . . . . . .

Cases Finalized . . . .

Open Cases (end of week) . . . .

Total . . . . . .

FINALS:
SACLL: Staff: Field: